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DTR

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : The War Colleges and National Intelligence

REFERENCE : Memo to DD/S from ExDir-Compt (DD/S 72-0790), dtd
25 Feb 1972

1. The question of the War Colleges' providing increased attention to national intelligence matters within their curricula and to the responsibilities of military officers in this field is one with which the Agency has been grappling for some time. Basically, we have endeavored to deal with it on three levels — through the assignment of senior Agency officers as representatives at these colleges, through the appearances of Agency speakers at these facilities, and through the attendance of Agency officers as students.

2. The limited capability which we have had through the first mechanism will be eliminated by the *furthering* ~~planned~~ withdrawal of Agency representatives at the Army and Naval War Colleges. This will leave only a single representative, [REDACTED] at the National War College, whose principal function is not to represent the Agency per se but to be a faculty member concentrating on international economics.

3. In these circumstances, it seems to me that the Agency should consider a formal, high level approach, either through direct discussions between the Director and the Commandants of the War Colleges, or through the U.S. Intelligence Board or other element of the Intelligence Community. This approach would have the advantage, hopefully, of enlisting understanding and cooperation at the highest levels of the War Colleges while still respecting their primary responsibility for dealing with the question on a continuing basis.

4. Concurrently, the Agency could make a concerted effort to oversee the selection of speakers and the content of their papers at these

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facilities.. At the present time, appearances of Agency speakers are arranged on a decentralized, relatively unsystematized basis; despite [REDACTED] which places responsibility for such arrangements on the Director of Training, no really effective coordination or monitoring point has been developed. There are ~~now~~ at least two peg points to accomplish this goal, the Guest Speaker Coordinator in the Office of Training and the DDI Coordinator for Academic Relations, but there has not been within the Agency sufficient managerial discipline to make any effort in this direction really successful.

5. Insofar as Agency officers attending the War Colleges as students are concerned, the Office of Training at the request of Colonel White in 1966 instituted a three-day Special Orientation for the express purpose of briefing them ^{prior to departure} on their roles as representatives of the Agency while enrolled in these and other high level external training programs. Most, although not all, Agency officers entering the War Colleges attend this program, which is held annually in late June, and the Executive Director-Comptroller may wish to participate personally in this effort.

6. ~~The question~~ Aside from this mechanism, which we believe is working reasonably effectively on an informal basis, the question of Agency relationships with the War Colleges very obviously is an unsettled, open ended question. I think that the suggestions made in paragraphs 3 and 4 above merit serious consideration, although I am inclined to believe that designating a control point within the Agency may be more likely to regularize ^{the} procedural, rather than substantive, aspects of the matter. In any event, the Office of Training stands ready to provide whatever assistance and services it can to solve this problem.

HUGH T. CUNNINGHAM

Director of Training

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